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**ACADEMICS WELLBEING IN PUBLIC UNIVERSITIES, NIGERIA: THE
ROLE OF TRANSFORMATIONAL LEADERSHIP, PERCEIVED STRESS,
ORGANIZATIONAL JUSTICE AND SELF-EFFICACY**

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**DOCTOR OF PHILOSOPHY
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BY

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UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management, College of Business
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The main purpose of this study was to examine the relationships among transformational leadership (TL), perceived stress (PS), organizational justice (OJ), self-efficacy (SE) and academics wellbeing in public universities, Nigeria (PUN). Precisely, this study aimed at investigating the effect of self-efficacy as a mediating variable in explaining the relationships among transformational leadership, perceived stress and organizational justice on academics wellbeing. The motivation for this research was driven by the increasing attention worldwide to employee wellbeing as a crucial factor for organizational effectiveness and efficiency. However, research for improving this vital element of organizational management still remain limited in literature. Accordingly, this study drawn upon both job demands-resources theory and Adams equity theory to assess and position the possible relationships between the variables in the research framework. In accomplishing this objective, a cross-sectional survey design and cluster sampling technique were used. A total of 293 faculty staff of public universities located in the North-West geopolitical zone of Nigeria participated in the study. A Partial Least Squares-Structural Equation Modelling (PLS-SEM) technique was used to test the postulated hypotheses. Findings from analyses supported the hypothesized direct effect of TL on academics wellbeing; and direct effect of PS on academics wellbeing. In addition, self-efficacy mediated the relationships between TL and academics wellbeing; and the relationship between PS and academics wellbeing. Therefore, to foster an optimally academics wellbeing in public universities in Nigeria, the management of the institutions should focus on the enhancement of self-efficacy of faculty staff. In other words, self-efficacy serves a strong mechanism through which TL and PS positively influences academics wellbeing in public universities, Nigeria. Finally, theoretical and practical implications as well as future research direction are discussed.

Keywords: academics wellbeing, transformational leadership, perceived stress, organizational justice, self-efficacy.

ABSTRAK

Tujuan utama kajian ini adalah untuk menyelidik hubungan antara kepimpinan transformasi (TL), tanggapan stress (PS), keadilan organisasi (OJ), efikasi sendiri (SE) dan kesejahteraan akademik di universiti awam, Nigeria (PUN). Secara khususnya, kajian ini bermatlamat untuk menyiasat kesan efikasi sendiri sebagai pemboleh ubah pengantara dalam menerangkan hubungan antara kepimpinan transformasi, tanggapan stress dan keadilan organisasi terhadap kesejahteraan akademik. Kajian ini didorong oleh peningkatan perhatian dunia kepada kesejahteraan pekerja sebagai faktor yang penting bagi keberkesanan dan kecekapan organisasi. Walau bagaimanapun, kajian untuk meningkatkan elemen penting bagi pengurusan organisasi masih terhad dalam literatur. Oleh demikian, kajian ini didasarkan daripada teori sumber permintaan dan teori ekuiti Adams untuk mengakses dan meletakkan kemungkinan hubungan antara pemboleh ubah-pemboleh ubah dalam kerangka kerja kajian. Bagi mencapai objektif tersebut, reka bentuk kaji selidik keratan rentas dan teknik persampelan kluster telah digunakan. Sejumlah 293 staf fakulti universiti awam yang terletak di zon geopolitik Utara-Barat Nigeria mengambil bahagian dalam kajian ini. Teknik Pemodelan Persamaan Kuasa Dua Terkecil Berstruktur Separa (*PLS-SEM*) digunakan untuk menguji hipotesis yang telah diandaikan. Hasil analisis menyokong kesan langsung hipotesis TL terhadap kesejahteraan akademik; dan kesan langsung PS terhadap kesejahteraan akademik. Tambahan lagi, efikasi sendiri mengantarakan hubungan antara TL dan kesejahteraan akademik, dan hubungan antara PS dan kesejahteraan akademik. Oleh itu, bagi memelihara kesejahteraan akademik secara optimum di universiti awam Nigeria, pengurusan institusi perlu memberi tumpuan kepada penambahbaikan efikasi sendiri staf fakulti. Dalam erti kata lain, efikasi sendiri berfungsi sebagai mekanisme yang kuat kerana TL dan PS mempengaruhi kesejahteraan akademik di universiti awam Nigeria secara positif. Akhir sekali, implikasi teori dan praktik, serta arah untuk kajian akan datang juga dibincangkan.

Kata Kunci: kesejahteraan akademik, kepimpinan transformasi, tanggapan stress, keadilan organisasi, efikasi sendiri.

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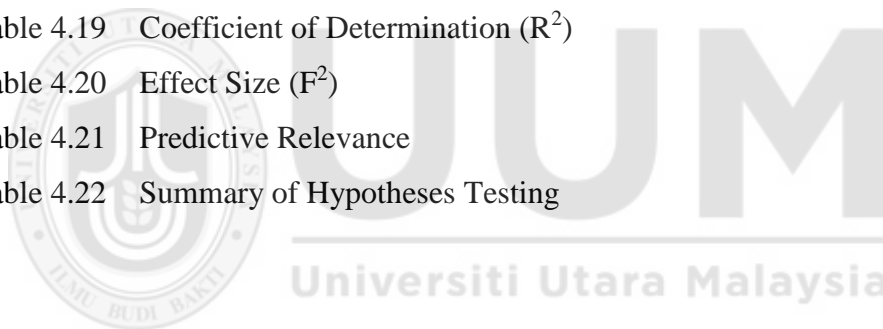
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LIST OF ABBREVIATIONS

Abbreviation	Meaning
ASUU	Academic Staff Union of Universities
AVE	Average Variance Extracted
CB-SEM	Covariance-Based Structural Equation Modelling
CMV	Common Method Variance
CR	Composite Reliability
CTE	Collective Teacher Efficacy
DCM	Demand-Control Model
D2	Mahalanobis
EASHW	European Agency for Safe and Health at Work
ERIM	Effort-Reward Imbalance Model
EWB	Employee Wellbeing
f^2	Effect Size
FIW	Family Interfering with Work
GSES	General Self-efficacy Scale
GTL	Global Transformational Leadership
HEIs	Higher Educational Institutions
HOC	Higher Order Construct
HSE	Health and Safety Executive
HTMT	Hetertrait-Monotrait ratio
IPMA	Importance-Performance Matrix Analysis
JDRM	Job Demands-Resources Model
JDRT	Job Demands-Resources Theory
LUTH	Lagos University Teaching Hospital

LPI	Leadership Practices Inventory
LS	Life Satisfaction
MLQ	Multifactor Leadership Questionnaire
NUC	National Universities Commission
OJ	Organizational Justice
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PBUH	Peace Be Upon Him
PFP	Pay for Performance
PhD	Doctor of Philosophy
PLS	Partial Least Squares
POB	Positive Organizational Behaviour
PS	Perceived Stress
PSS	Perceived Stress Scale
PWB	Psychological Wellbeing
Q ²	Predictive Relevance
R ²	R-squared values
SCT	Social Cognitive Theory
SLT	Social Learning Theory
SE	Self-Efficacy
SEM	Structural Equation Modelling
SMS	Short Message Service
SPSS	Statistical Package for the Social Sciences
STD	Self-Determination Theory
SWB	Subjective Wellbeing
SWLS	Satisfaction with Life Scale

SWT	Subhanahu Wa Ta'ala
TL	Transformational leadership
UK	United Kingdom
USA	United States of America
UUM	Universiti Utara Malaysia
VCs	Vice Chancellors
VIF	Variance Inflated Factor
WHO	World Health Organization
WIF	Work Interfering with Family
β	Standardized Beta Values



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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Employee wellbeing (EWB) is attracting huge attention in organizational life in recent past, and perhaps as a result of its perceived enormous benefits for both workers and organizations (Johari, Shamsudin, Yean, Yahya, & Adnan, 2018; Nielsen *et al.*, 2017; Singh & Jha, 2018; Ma, Long, Zhang, Zhang & Lam, 2017). When employees have high levels of wellbeing, it may likely boost their performance in the organizations. Employee wellbeing is a subjective global evaluation of quality of workplace for individual workers in organizations (Wright & Huang, 2012). In addition, Singh and Jha (2018) emphasize that employees are the ultimate resources of organizations and as such, employees' wellbeing is crucial to the survival, growth, and development of organizations (Spreitzer & Porath, 2012). Researchers have described and labelled employee wellbeing from different perspectives such as quality of worklife, welfare, good working conditions, and happiness among others (Miller, 2016).

Employee wellbeing is linked with the strengths and capacities that workers require to transform their potentials to self-actualization (Dodge, Daly, Huyton, & Sanders, 2012; Page & Vella-Brodrick, 2009; Ryff & Keyes, 1995). Employee wellbeing is the optimal psychological functioning and flourishing experiences that workers enjoy in their work environment (Ryan & Deci, 2000). The wellbeing of workers does not only relate to tangible resources like remuneration, increment in salaries or promotion, but broaden to incorporate workers' wellbeing in terms of positive feeling and perceptions about the workplace experiences that is attractive to productive workforce (Shuck & Reio, 2014). Employee wellbeing is also an important issue that shapes the choices of

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Appendix A

Research Questionnaire



February 2018

Dear Participant,

ACADEMIC RESEARCH QUESTIONNAIRE

You are cordially invited to participate in this study survey. The study aims at investigating “**employee wellbeing among academics in Nigeria**” higher educational institutions.

Please endeavour to provide sincere answers to all the questions and note that there are neither right nor wrong answers.

Please endeavour also to complete and return the questionnaire within one week. Furthermore, the completed questionnaire can be returned to ASUU Secretariat in your institution as a contact person awaits you at the Secretariat for onward transmission to the researcher.

More so, your responses to this survey will be treated anonymously and with confidentiality; and data obtained will be used strictly for academic purposes only.

Thank you for your anticipated cooperation.

Obobanyi Momohjimoh Ahmed
(Ph.D. Candidate)
Phone: +2348065818888; +601131940512.
Email: ahmedomj200@gmail.com

Section A: Employee Wellbeing

(i) Psychological Wellbeing

The following statements are about your perception towards psychological wellbeing in your institution. Please tick the number that best describe the extent of your agreement or disagreement with each statement.

	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree		
	1	2	3	4	5		
S/N	Statements					A	SA
1	I tend to be influenced by people with strong opinions					4	5
2	I have confidence in my own opinions, even if they are contrary to the general consensus.					4	5
3	I judge myself by what I think is important, not by what others think.					4	5
4	In general, I feel I am in charge of the situation in which I live.					4	5
5	The demands of everyday life often get me down.					4	5
6	I am quite good at managing the responsibilities of my daily life.					4	5
7	I live life one day at a time and don't really think about the future.					4	5
8	Some people wander aimlessly through life, but I am not one of them.					4	5
9	I sometimes feel as if I've done all that is there to do in life.					4	5
10	When I look at the story of my life, I am pleased with how things have turned out.					4	5
11	I like most aspects of my personality.					4	5
12	In many ways, I feel disappointed about my achievements in life.					4	5
13	Maintaining close relationships has been difficult and frustrating for me.					4	5
14	People would describe me as a giving person, willing to share my time with others.					4	5
15	I have not experienced many warm and trusting relationships with colleagues.					4	5
16	I think it is important to have new experiences that challenge how I think about myself and the world.					4	5

17	For me, life has been a continuous process of learning, changing, and growth.	1	2	3	4	5
18	I gave up trying to make big improvements or changes in my life a long time ago.	1	2	3	4	5

(ii) Life Satisfaction

The following statements are about your life satisfaction. Please tick the option that best describe your present agreement or disagreement with each statement.

	Strongly Disagree 1	Disagree 2	Partially Agree 3	Agree 4	Strongly Agree 5	
S/N	Statement					
1						SD D PA A SA
1	In most ways my life is close to my ideal.					1 2 3 4 5
2	The conditions of my life are excellent.					1 2 3 4 5
3	I am satisfied with my life.					1 2 3 4 5
4	So far I have gotten the important things I want in life.					1 2 3 4 5
5	If I could live my life over, I would change almost nothing.					1 2 3 4 5

Section B: Transformational Leadership

Please indicate the extent to which you agree with each of the following statements on transformational leadership behaviour in your institution. Please tick your appropriate response.

S/N	Statements	SD	D	PA	A	SA
1	My leader communicates a clear and positive vision of the future	1	2	3	4	5
2	My leader treats staff as individuals, supports and encourages their development	1	2	3	4	5
3	My leader gives encouragement and recognition to staff	1	2	3	4	5
4	My leader fosters trust, involvement and cooperation among team members	1	2	3	4	5
5	My leader encourages thinking about problems in innovative ways and questions assumptions	1	2	3	4	5
6	My leader are clear about the values and practises they preach	1	2	3	4	5
7	My leader instils pride and respect in others and inspires me by being highly competent	1	2	3	4	5

Section C: Perceived Stress

The following statements ask about your feelings and thoughts towards occupational stress during the last one month in your institution. Please indicate how often you felt or thought in a certain way by ticking your appropriate option from the alternatives given.

S/N	Statements	SD	D	PA	A	SA
1	In the last month, I have been upset because of something that happened unexpectedly	1	2	3	4	5
2	In the last month, I felt that I am unable to control the important things in my life	1	2	3	4	5
3	In the last month, I often felt nervous and stressed	1	2	3	4	5
4	In the last month, I felt confident about my ability to handle my personal problems	1	2	3	4	5
5	In the last month, I felt that things were going my way	1	2	3	4	5
6	In the last month, I found that I could not cope with all the things that I had to do.	1	2	3	4	5
7	In the last month, I have been able to control irritations in my life	1	2	3	4	5
8	In the last month, I felt that I was on top of things	1	2	3	4	5
9	In the last month, I have been angered because of things that happened which were outside of my control	1	2	3	4	5
10	In the last month, I felt difficulties were piling up so high that I could not overcome them	1	2	3	4	5

Section D: Organizational Justice

The following statements are about your perception towards organizational justice in your institution. Please tick the option that best describe the extent of your agreement or disagreement with each statement.

S/N	Statements	SD	D	PA	A	SA
1	In overall, I'm treated fairly by my organization.	1	2	3	4	5
2	In general, I can count on this organization to be fair.	1	2	3	4	5
3	Usually, the way things work in this organization are not fair.	1	2	3	4	5
4	In general, the treatment I receive around here is fair.	1	2	3	4	5
5	For the most part, this organization treats its employees fairly.	1	2	3	4	5
6	Most of the people who work here would say they are often treated unfairly.	1	2	3	4	5

Section E: Self-efficacy

Please indicate the extent to which you agree with each of the following statements on self-efficacy about your abilities. Please tick your appropriate response.

S/N	Statements	SD	D	PA	A	SA
1	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
2	If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
3	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
4	I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
6	I can solve most problems if I invest the necessary effort.	1	2	3	4	5
7	I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
8	When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
9	If I am in trouble, I can usually think of a solution.	1	2	3	4	5
10	I can usually handle whatever comes my way.	1	2	3	4	5

Demographic variables

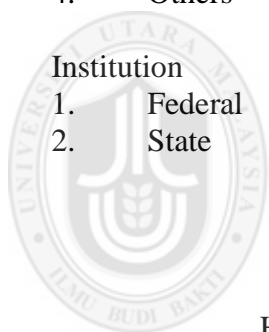
1. Gender
 1. Male []
 2. Female. []
2. Age
 1. 21-30 years []
 2. 31-40 years []
 3. 41-50 years []
 4. 51 years and above. []
3. Marital status
 1. Single []
 2. Married []
 3. Divorced/separated []
 4. Widow/ Widower []
4. Highest educational qualification
 1. HND/BSc/BA/BEng []
 2. Masters []
 3. Doctorate Degree []

5. Length of service
 1. 1-5 years []
 2. 6 -10 years []
 3. 11-15 years []
 4. 16 years and above []

6. Position
 1. Professor []
 2. Associate Professor []
 3. Senior Lecturer []
 4. Lecturer I []
 5. Lecturer II []
 6. Assistant Lecturer []
 7. Graduate Assistant []

7. Ethnicity
 1. Hausa/Fulani []
 2. Igbo []
 3. Yoruba []
 4. Others []

8. Institution
 1. Federal []
 2. State []



UUM

Universiti Utara Malaysia

THANK YOU!
HAVE A PLEASANT DAY.

Appendix B – OYAGSB Letter for Data Collection



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel : 604-028 7101/7113/7150
Faks (Fax): 604-828 7180
Laman Web (Web): www.oayagsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
14 February 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Obobanyi MomohJmoh Ahmed (Matric No: 900110) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "*Fostering Employee Psychological Wellbeing in HEIs in Nigeria : The Role of Transformational Leadership, Occupational Stress, Organisational Justice and Self-efficacy*" Under the supervision of Dr. Awanis Binti Kusrin.

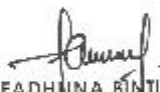
In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you,

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully


FADHINAH BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c. :- Supervisor
Student's File (900110)

Universiti Pengurusan Terkemuka
The Eminent Management University



FACULTY OF MANAGEMENT SCIENCES

USMANU DANFODIYO UNIVERSITY, SOKOTO

P.M.B.2346, Sokoto – Nigeria

(OFFICE OF THE DEAN)

Dean: Prof M. M. Maishanu

Your Ref: _____

Our Ref: _____



GSM: 2348035072718

E mail: dean_management@udusok.edu.ng

m.muhammad.maishanu@udusok.edu.ng

[mmaishanu@yahoo.com](mailto:mmmaishanu@yahoo.com)

[mmaishanu@gmail.com](mailto:mmmaishanu@gmail.com)

Date: November 08, 2017

Dear Sir,

TO WHOM IT MAY CONCERN - CERTIFICATION LETTER

This is to certify that Mr Obobanyi Momohjimoh Ahmed with registration number 900110 who is currently a Ph.D candidate with the Universiti Utara Malaysia (UUM) was in the Faculty of Management Sciences since August 2017 to administer his study instrument (questionnaire). The instrument centred around his research topic entitled 'Employee Wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organisational Justice and Self-efficacy'.

Thank you.

Yours sincerely

Prof. M. M Maishanu

Universiti Utara Malaysia



ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU)



SOKOTO STATE UNIVERSITY (SSU) BRANCH

P.M.B. 2134, Sokoto E-mail: asuussu2015@yahoo.com

BANKERS: Guaranty Trust Bank Plc

CHAIRPERSON: Dr. Attahiru Ahmad Sifawa - 07060555566

SECRETARY: Anas Tukur Balarabe 08155488266

Our Ref: _____

Sour Ref: _____

Date: _____

4/12/2017

Dear Sir/Madam,

TO WHOM IT MAY CONCERN: CERTIFICATION LETTER

This is to certify that Obobanyi Momohjimoh Ahmed 900110 who is currently a PhD. Candidate with the Universiti Utara Malaysia (UUM) was in the Sokoto State University, Sokoto to administer his study instrument. The questionnaire centered around his research topic: Employee wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organizational Justice and Self-Efficacy. Many people responded to same and returned them to him.

Thank you.

Sincerely,

Attahiru Ahmad Sifawa, PhD.

Chairperson.

Vice Chairperson: Dr. Aliyah Adamu Ahmed (Mrs) - 08133314217
Financial Secretary: Hafsat O. Usman (Mrs) - 08035876622
Internal Auditor: Dr. Sirajo Muhammad Sokoto - 07032197734
Welfare Officer: Bello Musa - 07069799768

Asst. Secretary: ♦ Halima Abdullahi (Mrs) - 08037007949
Treasurer: Dr. Muhammad Sirajo - 07064292915
Investment Secretary: Jamila Abubakar Nassarawa - 07039653155



ACADEMIC STAFF UNION OF UNIVERSITIES (ASUU)

FEDERAL UNIVERSITY, DUTSE

IBRAHIM ALIYU BYE-PASS P.M.B. 7156, DUTSE, JIGAWA STATE

Email: asuufud@gmail.com




Our Ref: _____ Your Ref: _____ Date: 9th November, 2017

Dear Sir/Madam

TO WHOM IT MAY CONCERN

This is to inform you that the bearer Obobanyi, Momoh JIMOH Ahmed (900110) a Ph.D. candidate from Universiti Utara Malaysia (UUM) extended his field survey to the Federal University Dutse, Jigawa State, Nigeria. Topic: Employee Wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organizational Justice and Self-efficacy.

Thank you.


Dr. Abdussalam Balarabe Suleiman
Chairperson ASUU-FUD

Page 1 of 1

Justice is a universal Language. Respect for It is a guarantee for Peace.